### A New Government Business Model

### Focused on Results

Streamlining and Integrating Program and Business Management for Better Performance

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### **The Current Situation**

- We focus on "sectors" rather than "programs"
- "Sectors" develop and maintain processes and systems that duplicate and conflict with corporate approaches
- Artificial organizational layers are superimposed over "programs" – creating inefficiencies
- There are too many layers between me and many of you

### What Led to the Need for Change

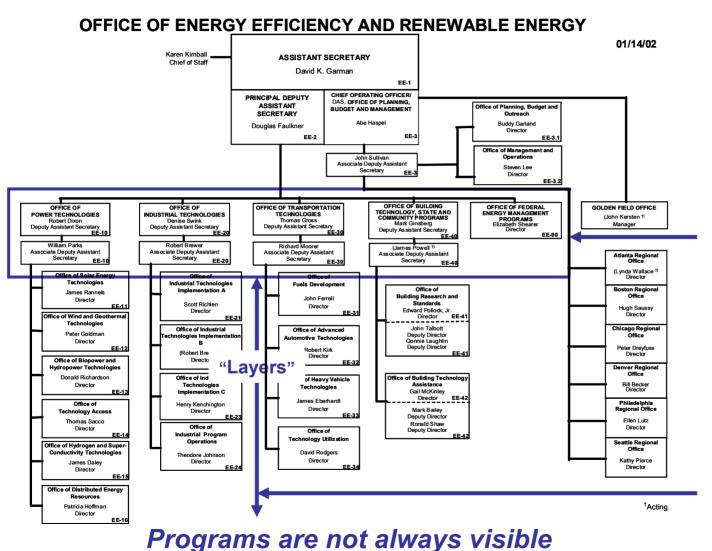
- Strategic Program Review
  - A comprehensive in-depth review of all EERE programs
  - A need to strengthen our focus on <u>programs</u> and <u>programs</u> <u>management</u>
- President's Management Agenda
  - Flatten organizations to make them more responsive
  - Focus on results, not process
  - Link budget with performance
  - End overlapping functions, inefficiencies, and turf battles
  - Make the most of our people, their knowledge, skills, and abilities

## My Concerns and Ground-rules

I did not originally plan to reorganize. However, in moving ahead, I decided that a new organization was needed and would be based on the following:

- There would be no EERE reduction-in-force
- It would be done in partnership with the Union
- We would strive to create win-win situations for our people
- We would strive for a structure that empowers the people managing our programs
- The "gain" from reorganizing would have to outweigh the "pain" of reorganizing

### The Current "Market Sector" Model

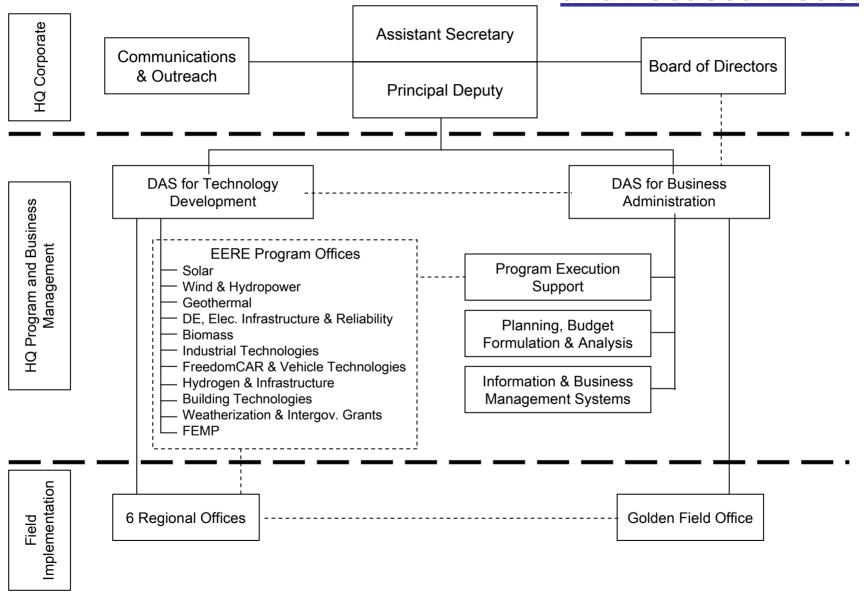


The 5 "market" sectors (power, industry, transportation, buildings, and Federal facilities) and their 17 offices result in a "stovepipe" culture.

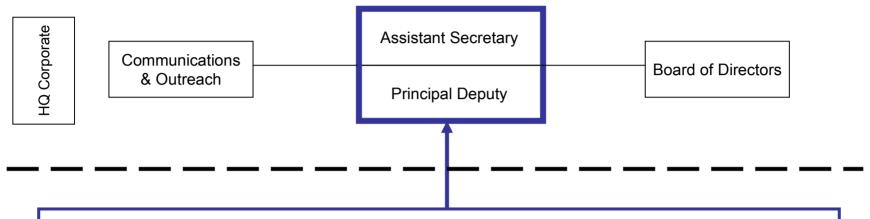
The "stovepipes" include business management processes and systems that "fragment" EERE business management.

The "market" sector organizations create layers on top of programs resulting in inefficiencies.

### A New Streamlined, Integrated, and Focused Model

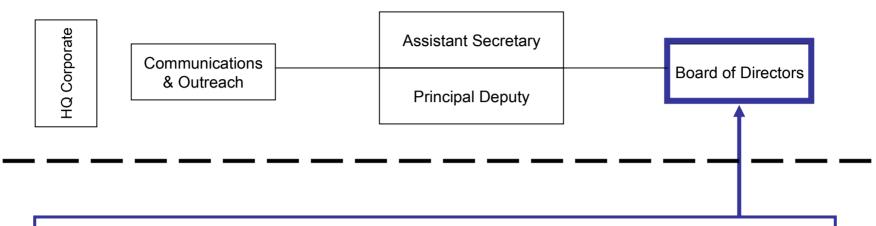


# <u>Streamlined, Integrated, and Focused – Assistant Secretary</u>



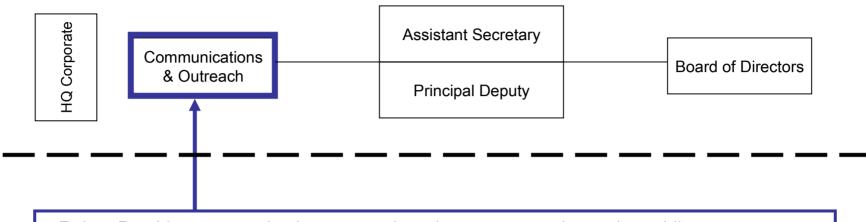
- Role typical of private sector "Chief Executive Officer"
  - Manages DAS for Technology Development, DAS for Business Administration, and Director of the Office of Communications and Outreach
  - Chairs Board of Directors Uses them on corporate policy, strategic planning, budgeting, program evaluation, and peer review
  - Represents EERE to Secretary, the Executive Branch, and Congress
  - Includes all responsibilities of an Assistant Secretary
  - Serves as Performance Evaluation Official for EERE members of the Board of Directors
- New Perspective Integration of business management and greater focus on program management—and access to a Board of Directors—allows better control of EERE corporate message, agenda and operations

## Streamlined, Integrated, and Focused – Board of Directors



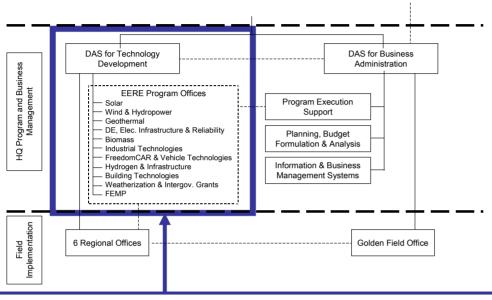
- Chaired by Assistant Secretary
- Members drawn from the current senior management pool
- Role typical of private sector "Board"
  - Directs corporate policy, strategy and budget
  - Serves as "Ambassadors" representing EERE to stakeholders and others (outreach)
  - Provides senior technical / peer review to programs
  - Advises on all technical and analytical issues
- Reports to Assistant Secretary
- New Perspective Board members can focus on EERE-wide message and agenda

## <u>Streamlined, Integrated, and Focused – Communications & Outreach</u>



- Role Provides communication, outreach and customer service to the public, our corporate customers and stakeholders
  - Develops and disseminates information about the budget and EERE polices and programs
  - Gathers market information of high relevance to EERE decision-making
  - Coordinates corporate-level stakeholder interactions
  - Conducts corporate-level customer surveys on EERE performance
- Reports to Assistant Secretary
- New Perspective Elevates corporate communications and outreach to directly reporting to the Assistant Secretary

## <u>Streamlined, Integrated, and Focused – DAS for Technology Development</u>



- Role Exclusive source for program management
  - Manages:
    - All EERE Program Managers and the Regional Offices
    - Excludes almost all business management functions currently housed in the market sector DAS organizations—those functions are consolidated and streamlined in the DAS for Business Administration
  - Provides customer input to the DAS for Business Administration in the design, development, implementation, documentation, and training on EERE processes and systems for program and business management
- New Perspective Allows Program Managers to focus on "program management;" relieves them from excessive business management and "roving Ambassador" burdens; incorporates systems management principles

#### Solar

Includes PV, CSP, and Low Temperature Solar Collectors (e.g. water heaters). Zero Net Energy Buildings activities moved to Building Technologies.

### Wind & Hydropower

Includes all Wind and Hydropower. Any other "fluid dynamics" related renewables work, such as ocean current, to be included here.

#### **Geothermal**

Includes all Geothermal.

#### Distributed Energy, Electricity Infrastructure & Reliability

Includes Distributed Energy Resources, Transmission Reliability, Energy Storage, and HTS, but moves DER/Fuel Cells to Hydrogen & Infrastructure.

#### **Biomass**

Includes OPT/Biopower, OTT/Biofuels, OIT/Black liquor gasification, OIT Agriculture and black liquor from OIT/Forestry.

### Industrial Technologies

Includes IOF Vision Industries (less OIT/Agriculture and the OIT/Forestry black liquor activity), IOF Crosscutting, OIT Industrial Technical Assistance, and the R&D-related or private sector-related elements of Financial Assistance. Government grant related activities are moved.

# FreedomCAR & Vehicle Technologies

Includes Hybrid Systems R&D, Advanced Combustion Engine R&D, Electric Vehicle R&D, Materials Technologies R&D, Heavy Vehicle Systems R&D, Fuels Utilization R&D, and the R&D-related or private sector related elements of Technology Utilization, with any government grants-related components moved. OTT/Fuel Cells are moved to Hydrogen & Infrastructure.

### Hydrogen & Infrastructure

Includes OTT/Fuel Cells, OPT/Hydrogen, DER/Fuel Cells and any other hydrogen system-specific R&D related work.

### **Building Technologies**

Includes Building Envelope and Systems, Appliances & Equipment, OPT/Solar/Zero Net Energy Buildings, and Energy Star.

# Weatherization & Intergovernmental Grants

Includes Weatherization, State, Community, and Tribal Grants Program, OPT/International, Clean Cities, and any other government grants-related components of BTS, OIT, OTT, and OPT.

#### **FEMP**

Includes Interior FEMP funding and E&W DEMP funding.

Solar	Includes PV, CSP, and Low Temperature Solar Collectors (e.g. water heaters). Zero Net Energy Buildings activities moved to Building Technologies.
Wind & Hydropower	Includes all Wind and Hydropower. Any other "fluid dynamics" related renewables work, such as ocean current, to be included here.
Geothermal	Includes all Geothermal.
Distributed Energy, Electricity Infrastructure & Reliability	Includes Distributed Energy Resources, Transmission Reliability, Energy Storage, and HTS, but moves DER/Fuel Cells to Hydrogen & Infrastructure.
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